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Annual report of the Administrator

Annual report of the Administrator on the strategic plan: performance and results for 2014

Summary

This report presents Member States with an overview of progress achieved during the first year of implementation of the UNDP strategic plan, 2014-2017. Based on integrated results and resources framework data and analysis of the results-oriented annual report, it highlights areas of on-track and off-track performance for each development outcome, and provides updates on actions taken to ensure that the organization remains an effective, efficient development partner.

Elements of a decision

The Executive Board may wish to: (a) take note of the annual report of the Administrator on the first year of implementation of the strategic plan, 2014-2017; (b) welcome that overall development progress met or exceeded expectations; (c) encourage UNDP to further analyse the data behind the results to understand what drives or hinders progress, and adjust accordingly in 2015; and (d) commit to continued engagement on ways to finance strategic plan implementation.

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I. UNDP in 2014

1. The global backdrop against which UNDP worked in 2014 was characterized by advances and setbacks in development progress. Despite a slowdown in global economic growth, progress towards the Millennium Development Goals improved the wellbeing of people across the globe. At the same time, crises – such as the Ebola outbreak in West Africa – highlighted the persistent vulnerability of many countries. Poor segments of societies, particularly disadvantaged women and girls, continued to suffer disproportionately from conflicts, the effects of environmental degradation, and climate change. Events demonstrated the importance of building resilience in countries, societies and communities to better cope with shocks, and recover from them quickly and sustainably.

2. For UNDP, 2014 was the first year of implementation of its strategic plan, 2014-2017. Reporting against the integrated results and resources framework reveals a number of high-level results:

3. **First-year progress against the strategic plan is on track, with performance against many development outputs exceeding milestones.** Of the 38 development outputs, the organization achieved or exceeded its milestones in 23 and made progress in another 13. Data for two outputs is pending.

Box 1: 2014 achievements in numbers

Sustainable development pathways. UNDP projects led to:

11.2 million people (5.7 million women) benefiting from improved livelihoods in 94 countries
920,000 new jobs (41 per cent for women) being created in 77 countries
33 countries adopting policies and systems to boost employment and livelihoods creation
Technology support in **48 countries** to phase out gases that destroy the ozone layer
40 countries or entities implementing or completing MDG acceleration framework action plans
39 countries implementing measures towards low-emission and climate-resilient development objectives

Inclusive and effective democratic governance. UNDP projects led to:

Over **18 million new voters** registered in 21 countries, including nearly 4 million in Afghanistan, where one million more women registered than in 2009
750,000 people (51 per cent women) in 22 countries gaining access to legal aid services
1.4 million people receiving antiretroviral treatment in 20 countries
22 million people receiving HIV-related behavioural change communication in 20 countries
Over **7 million people (49 per cent women)** expressing their vision for the future through the UNDP-hosted 'My World' global survey, the largest crowd-sourcing exercise in United Nations history

Resilience building. UNDP projects led to:

98 new disaster reduction and adaptation plans being put in place in 23 countries
21 countries with enforceable laws or regulations to address disaster and climate risks
1.3 million people achieving better access to energy in 26 countries
158 new early warning systems in 17 countries
254 new disaster response and recovery plans in 14 countries

4. **While overall progress meets or exceeds expectations, two output areas will require extra attention in 2015.** Data analysis shows that outputs 1.2 and 6.3 showed progress at or below 60 per cent. As part of its detailed results assessment, UNDP is reviewing factors that may have contributed to this under-performance to inform planning and course correction.

5. **2014 was a year of careful preparation for the development crossroads of 2015.** UNDP helped vulnerable populations benefit from progress towards the Millennium Development Goals, while advocating for an inclusive, ambitious, and universal successor sustainable development goals framework. UNDP sharpened its thinking on how to assist nations implement new goals and, ahead of the Third International Conference on Financing for Development, how to finance development. As co-chair of the Sustainable Development Working Group of the United Nations Development Group (UNDG), UNDP is

working with its partner organizations on a mainstreaming, acceleration and policy support strategy (known as 'MAPS') for effective, coherent implementation support to countries, particularly the cross-cutting elements of partnerships, data and accountability. UNDP elicited direct citizen engagement in post-2015 development agenda consultations through the 'MY World' survey, illustrating the catalytic role UNDP can play in introducing innovation to development debate.

6. **UNDP significantly boosted its readiness and agility to respond to crises.** UNDP repurposed programming in Guinea, Liberia and Sierra Leone in response to Ebola (see box 2), in Jordan Ukraine, Syria, and other neighbouring countries affected by the Syrian conflict, and in countries negatively affected by extremist groups, such as Cameroon and Nigeria. The UNDP-Department of Public Affairs (DPA) Joint Programme on Conflict Prevention deployed 34 peace and development advisors and the UNDP-Department of Peacekeeping Operations-led Global Focal Point on Police, Justice and Corrections supported strengthening the rule of law in crisis and conflict countries, including Burundi, the Central African Republic, Mali, and Somalia. UNDP supported the 'Rights Up Front' initiative, which recommits the United Nations to taking early action to prevent or respond to serious, large-scale violations of human rights or international law.

Box 2: UNDP support to Ebola response workers

The Secretary-General mandated UNDP to lead United Nations system early recovery support to Ebola-affected countries. Working with multiple partners, UNDP rapidly assisted in the mobilization of an emergency programme, surging staff and technical advisors to the affected countries, improving communications, and reinforcing payment systems (such as www.ebolapayments.org). Today, across the three countries, 95-100 per cent of registered Ebola workers (approximately 38,000 people) are linked to payment mechanisms, and in most payment cycles more than 90 per cent of registered Ebola workers are being paid on time. In **Sierra Leone**, payment operations have moved to mobile currency and bank accounts to increase transparency, efficiency, and financial inclusion. In **Liberia**, response worker lists were verified across the country, a customer hotline established, and payment mechanisms strengthened. In **Guinea**, payment scales were harmonized across paying organizations, and UNDP worked with the World Bank to establish hazard payments to 1,400 emergency response workers who were not covered by government schemes.

7. **Organizational restructuring started to deliver benefits.** The organization became leaner and more purpose-oriented, with programme support functions moving closer to the field. Through a strengthened regional presence, country offices now have readier access to tailored, integrated programme support services responsive to the needs of their partner governments.

8. **UNDP initiated a number of additional critical reforms.** While many of these initiatives will need to take root across the organization, the steps taken in 2014 put the strategic plan on a solid first-year footing. They included an upgraded strategic planning architecture, focusing UNDP energies and resources where they mattered most; institution-wide efforts to boost and, for the first time, measure programme quality; and new standards for project quality, to be implemented in 2015.

9. UNDP worked to ensure that structural reform processes did not detract from delivering development results. UNDP strengthened its systems to track and monitor institutional performance, quickly identify lags and bottlenecks, and target support to country offices facing the greatest challenges.

10. **Strategic plan implementation was supported by a broad, diverse base of committed donors**. Of the top 30 contributors to the UNDP resource base, almost half the funding partners (14) were not members of the Development Assistance Committee of the Organisation for Economic Co-operation and Development, illustrating the trust many programme country governments have in UNDP expertise.

11. The year 2015 will be a formative one for global development. The next generation of development goals will need fresh vision and new ways of doing business. UNDP is well positioned for both: we will continue to inject new thinking into the post-2015 agenda debate and push for an integrated, risk-informed approach to development challenges, breaking down silos, mitigating the impact of conflict, and bridging the artificial gap between humanitarian response and development by supporting early recovery.

12. Equally important, we will boost our efforts to incorporate South-South cooperation into all our programming. As a major driver of development effectiveness, the success of the strategic plan will depend on how well South-South Cooperation is promoted as a global development modality.

13. There are challenges ahead. If the decline in core contributions continues, the ability of UNDP to leverage core funding for development impact will be undermined. UNDP will engage with Member States on new ways to structure its funding windows to balance strategic agility and partner-specific priorities. Organizational reform will continue, with an emphasis on making our business processes work more effectively.

II. Summary of performance

14. Under the strategic plan, 2014-2017, UNDP is able for the first time to systematically measure its programmatic and institutional performance through an integrated results and resources framework. First-year reporting is a learning as much as a reporting exercise. Indicators need to be 'road-tested', data series built up, and capacities boosted for reporting against a new framework. Therefore, conclusions must be drawn carefully. This report offers results where evidence is strong, but refrains from speculative interpretations. It highlights areas where further analytical work is needed to improve our understanding of what drives or hinders progress against our strategic plan targets. Next year's report will provide a more sophisticated picture.

A. Development performance by outcome

15. As part of its integrated results and resources framework reporting, UNDP has developed an annual report card for development performance (see annex 1 for report card and methodology) that provides an overview of development results. The report card assesses progress against two markers: expenditure to budget ratio (the percentage of money spent in 2014 against the planned budget) and output performance (results achieved in 2014 as a percentage of the 2014 milestones).

16. This section presents the relevant extract of the report card by outcome as well as the associated 2014 gender equality expenditure (measured by the UNDP gender marker), complemented by illustrative examples provided by country offices through the results-oriented annual report exercise. The examples provide a representative sample of the work UNDP supported in 2014, but do not attempt to cover the entire breadth of UNDP activities. As we increase our understanding of implementation dynamics, we will be able to increasingly blend these two types of data sources to assess the results against contextual factors.

17. The data for 2014 point to solid first-year development progress. In cases where performance either substantially exceeded or lagged behind 2014 milestones further analysis must be conducted. Early feedback from country offices suggests, for example, that the sequencing of milestone ambitions for some outputs needs to be refined to better recognize different project pathways.

18. The report card provides information on the number of countries that reported results in 2014 against each output. That number is not necessarily the same as the number of countries that have linked to a specific strategic plan output and will be contributing to its results over the period, as some countries started project activities against an output at a later stage.

Outcome 1. Inclusive and sustainable growth and development

	Development outcomes and outputs	Expenditure-to-budget ratio	Countries reporting 2014 IRRF results	Indicator performance against 2014 milestones	
1.1	Structural transformation of productive capacities	90%	103	111%	●
1.2	Social protection	80%	40	60%	●
1.3	Sustainable management of natural resources, ecosystem services, chemicals and waste	87%	85	75%	●
1.4	Climate change adaptation and mitigation	84%	99	102%	●
1.5	Energy efficiency/universal modern energy access	86%	56	110%	●
Expenditure with gender equality as a 'significant' or 'principal' objective: 41%					

19. Performance against outcome 1 has been solid, with 3 out of 5 outputs exceeding their 2014 milestones. Outputs 1.2 and 1.3 recorded slower-than-expected progress, missing their milestones by 40 per cent and 25 per cent, respectively. The reasons will be further investigated. Initial analysis suggests that some of the lower performance may be due to the small number of countries associated with the milestone indicators. In that case, under-performance by one country would have a higher impact on overall performance than for outputs with larger numbers of contributing countries. Gender equality was identified as a 'significant' or 'principal' objective in 41 per cent of expenditures, slightly above the 40 per cent gender marker target for 2014.

20. UNDP contributed to the generation of 775,000 new jobs (40 per cent for women) in 65 countries. More than 4.16 million people in 70 countries benefited from strengthened livelihoods, including 2.17 million women. Capacities were developed in at least 14 countries for collecting and analysing youth employment statistics, and in 33 countries UNDP supported the development of improved policies, systems, and measures for employment generation. In **Bangladesh**, 90,000 underserved citizens (70 per cent women) were able to access mobile financial services through 2,000 digital centres. National commodity platforms in the **Dominican Republic, Ghana, Indonesia, and Paraguay** provided multi-stakeholder dialogue forums aimed at improving production practices in agricultural commodity sectors.

21. UNDP promoted South-South knowledge exchanges around proven social protection models, including conditional cash transfer mechanisms. The Inclusive Growth Centre in Brasilia and the Rio +20 Centre in Rio de Janeiro played a key role, distilling knowledge from successful experiences in **Brazil, Mexico,** and other countries.

22. UNDP supported 57 countries in integrating biodiversity and ecosystem management into development planning and production sector activities. In **Afghanistan**, UNDP helped establish 279 rural infrastructure projects in energy, transport, water supply, natural resources, disaster management and agriculture, covering 31 provinces and benefiting 2.8 million people. In **Rwanda**, UNDP support led to the rehabilitation of 22,403 hectares of riverbanks and 723 hectares of degraded land, and the terracing of 834 hectares to protect fragile ecosystems.

23. UNDP supported 98 countries in integrating climate change adaptation and mitigation into development strategies, and another 21 in obtaining climate financing. In **Mauritius**, a financial rebate scheme for domestic and commercial sectors was launched to encourage the adoption of photovoltaic technologies and reduce greenhouse gas emissions. With UNDP support, **Peru** hosted the 20th session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and the 10th session of the Conference of the Parties serving as the Meeting of the Parties to the Kyoto Protocol.

24. UNDP assisted governments in 63 countries in establishing policies and programmes to attract investment in sustainable energy, including in **Egypt** and **Kyrgyzstan**. UNDP supported **Burkina Faso, Guinea, Guinea Bissau, Mali, Mauritania, Niger, Senegal** and **Togo**, in establishing multifunctional platforms in 445 communities, enabling an additional 530,000 people to benefit from energy services.

Outcome 2. Stronger democratic governance to meet citizens' expectations

	Development outcomes and outputs	Expenditure-to-budget ratio	Countries reporting 2014 IRRF results	Indicator performance against 2014 milestones	
2.1	Parliaments, constitution-making bodies and electoral institutions	88%	78	117%	
2.2	Anti-corruption awareness, prevention and enforcement measures	85%	35	80%	
2.3	Capacities of human rights institutions	81%	58	105%	
2.4	Civil society engagement in national development	86%	65	72%	
2.5	Natural resources, biodiversity and ecosystems	83%	75	119%	
2.6	Discrimination and emerging issues	90%	19	To be confirmed	
Expenditure with gender equality as a 'significant' or 'principal' objective: 32%					

25. **Performance against outcome 2 is positive, with three of the six outputs exceeding their milestones. While outputs 2.2 and 2.4 missed their milestones, the performance gaps were not unreasonable (20 and 28 per cent, respectively), suggesting slower but positive direction of travel. Output 2.6 did not have sufficient data to assess performance; the reasons will be reviewed. 32 per cent of expenditures had gender equality as a 'significant' or 'principal' objective.**

26. With UNDP support, national administrative and human resource capacities were strengthened in 29 national parliaments. Emphasis was placed on increasing women's political participation, promoting gender-sensitive laws, and supporting legislative and policy reforms. In **Rwanda**, UNDP technical assistance contributed to six of the eleven political parties establishing women's wings.

27. UNDP and the United Nations Department for Political Affairs supported constitution-making processes in 22 countries. In **Libya**, UNDP ensured that the voice of civil society organizations was heard in constitution-making processes. In **Kuwait**, the UNDP-facilitated Women's Declaration – the first in a Gulf country – advocated for an expanded role for women in matters of citizenship, decision-making, political and economic participation, and ending violence against women.

28. UNDP strengthened capacities of 30 electoral management bodies in planning and implementing conflict-free, participatory elections. **Iraq** introduced reduced registration fees for women-only political entities and women candidates. As a result, 2,607 women – or 29 per cent of candidates – ran for office (a 44 per cent increase from 2010). UNDP support for the introduction of biometric voter registration in the **Solomon Islands** cleared the voter roll of 160,000 fraudulent registrations, boosting citizen confidence associated with a 90 per cent voter turnout rate.

29. UNDP supported the adoption of 16 anti-corruption proposals to mitigate sector-specific risks, including in **Costa Rica**, **Jordan**, and **Kosovo** (Security Council resolution 1244[1]). In the Arab region, UNDP supported 324 governmental and non-governmental stakeholders in developing, implementing and monitoring national anti-corruption strategies – resulting in national strategies in **Lebanon, Morocco**, and **Tunisia**, and the formulation of second national strategies in **Jordan** and **Palestine**. In **Nigeria**, UNDP supported anti-corruption reforms in port agencies. Transparency International is replicating this initiative in the West Africa sub-region.

30. UNDP strengthened the capacity of institutions to fulfil human rights obligations in 23 countries. In **Burkina Faso**, a law was adopted to prevent and punish torture and similar practices. In **Uruguay,** UNDP

[1] All references to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

supported the enforcement of affirmative action for people of African descent. In **Viet Nam**, UNDP fostered policy debates with legislators and law enforcement officials to eliminate torture and reduce the use of the death penalty, and supported capacity development of organizations for persons with disabilities, resulting in the ratification of the Convention Against Torture and the Convention of the Rights of Persons with Disabilities. In 2014, under the 'Human Rights Up Front' initiative, UNDP and DPA co-chaired the regional quarterly reviews, scanning all countries for early-warning signs of serious violations of international human rights or humanitarian law.

31. UNDP strengthened capacities for civil society engagement in development processes, notably the participation of women's groups in 21 countries, youth groups in 23 countries, and other excluded groups in 18 countries. In **Bangladesh**, nearly 2,600 women-led community development committees in 23 towns created federations of urban communities that are now institutionalized in local government. In **Tunisia**, UNDP support for the participation of youth, women and disadvantaged groups in the constitutional reform process contributed to the creation of 40 civil society coalitions for consensus building and facilitation of political dialogue. In Latin America, UNDP co-led the design of the first Ibero-American programme on youth empowerment. UNDP supported the organization of the first global forum on youth policies in **Azerbaijan**.

32. UNDP supported 11 countries in adopting proposals for legal reform to fight discrimination. In **Georgia**, the dialogues led to the adoption of a law on eliminating all forms of discrimination. In eight Asia-Pacific countries, UNDP helped reduce discrimination against HIV-affected populations and lesbian, gay, bisexual, and transgender organizations and community leaders. This led to increased awareness and support to civil society for advancing gender recognition and a more robust evidence base on lesbian, gay, bisexual and transgender rights.

Outcome 3. Institutions enabled to deliver universal access to basic services

Development outcomes and outputs		Expenditure-to-budget ratio	Countries reporting 2014 IRRF results	Indicator performance against 2014 milestones	
3.1	National ownership of recovery and development processes	91%	21	176%	●
3.2	Subnational capacity to deliver improved basic services	80%	57	91%	●
3.3	HIV and related services	105%	32	100%	●
3.4	Rule of law/access to justice	84%	35	213%	●
3.5	Citizen security	78%	36	139%	●
Expenditure with gender equality as a 'significant' or 'principal' objective: 27%					

33. **Outcome 3 showed an impressive pace of first-year progress, meeting or exceeding milestones for four of the five outputs. The milestone for output 3.2 was only barely missed, recording a 91 per cent achievement rate. Output 3.4 was a notable over-achiever, exceeding its milestone at 213 per cent. This achievement rate may be due to higher country demand than expected, requiring adjustments to the milestones for subsequent years. Expenditure with gender equality as a 'significant' or 'principal' objective was 27 per cent of overall expenditure.**

34. In 2014, UNDP championed the use of information and communications technology in government service delivery to better reach local levels. In **the former Yugoslav Republic of Macedonia**, UNDP supported the creation of a new policy to digitalize local services and inter-municipal cooperation. In **Zimbabwe**, UNDP strengthened capacities of the National Health information and surveillance system to generate, analyse and disseminate data, leading to the expansion of the electronic patient management system to 161 additional sites.

35. UNDP supported government and civil society in advancing the recommendations of the Global

Commission on HIV and the Law in 84 countries, leading to punitive laws being reconsidered and institutional capacities reinforced for increased access to justice for persons affected by HIV. National dialogues on HIV and the law were held in 19 Asia-Pacific countries; in **Pakistan** the dialogue led to the passing of the first AIDS law in South Asia. **Bangladesh**, **India**, **Nepal** and **Pakistan** recognized transgender/*hijra* as a third gender, and UNDP supported successful efforts in the **Democratic Republic of the Congo** to prevent the adoption of anti-homosexuality legislation. UNDP contributions resulted in HIV-related law review and reform in **Lesotho, Namibia, Swaziland** and **Tanzania**. In **Mozambique**, services for key populations in cities were integrated in the new national strategic plan on AIDS. In **South Sudan,** UNDP supported strengthening health system delivery to increase women's access, resulting in 582,980 pregnant women receiving services. Around 1.4 million people received antiretroviral treatment through the Global Fund in 2014. 22 million people were reached with HIV-related behavioural change communication.

36. UNDP strengthened the conditions for justice, the rule of law, and citizen security in 86 countries. UNDP strengthened access to justice in 29 countries, providing over 360,000 men and over 380,000 women with access to legal aid services. In **Jamaica**, safety and security committees were established in 12 parishes, contributing to a 17 per cent drop in crime and violence. UNDP worked with the United Nations Department of Peacekeeping Operations and other partners to strengthen the rule of law and access to justice for victims of sexual and gender-based violence in crisis countries. In **Sierra Leone**, UNDP assisted police and justice systems in handling sexual offences through new procedures and guidelines disseminated to over 100 civil society organizations, as well as supporting the investigation and prosecution of sexual and gender-based violence cases. In **Bangladesh**, village courts, piloted by UNDP, are being scaled up to reach 27 million poor citizens, reducing backlogs in formal district court cases.

Outcome 4. Gender inequality and women's empowerment

	Development outcomes and outputs	Expenditure-to-budget ratio	Countries reporting 2014 IRRF results	Indicator performance against 2014 milestones	
4.1	Women's economic empowerment	83%	14	125%	
4.2	Sexual and gender-based violence	76%	25	183%	
4.3	Gender evidence	76%	14	100%	
4.4	Women's participation in decision-making	82%	21	86%	
Expenditure with gender equality as a 'significant' or 'principal' objective: 96%					

37. **Outcome 4 recorded solid performance, with milestones for three of the four outputs either met or exceeded. Output 4.4 missed its milestone with a 14 per cent gap, indicating slower but still notable progress. As expected, 96 per cent of expenditures recorded gender equality as a 'significant' or 'principal' objective.**

38. UNDP leveraged its global, regional and country programmes to mainstream gender across all outcome areas. UNDP worked with 123 countries to incorporate gender perspectives into the development and implementation of national development policies and action plans. In **Guatemala**, **the Dominican Republic**, and **Uruguay**, regional and subregional entities were strengthened to integrate gender perspectives into national policies for employment and social protection. Similar work in **Honduras** and **Paraguay** integrated gender into national policies for disaster risk management. In **Colombia**, UNDP worked with the ministry of employment to develop policies to help eliminate gender inequalities in the public and private sectors. An initial group of 20 private companies with more than 60,000 employees developed action plans to reduce gender gaps in recruitment, address salary differentials, promote career development for women, and design sexual harassment and work-and-family policies.

39. UNDP supported over 10,000 gender-based violence cases through the formal justice systems. In **Palestine**, female legal aid beneficiaries, including in sexual and gender-based violence cases, increased

by 30 per cent. In the Arab region, UNDP established the Arab Women's Peace and Security Network across 12 countries to deepen understanding of gender consequences in peace and security situations. UNDP and UN-Women assessed national mechanisms to address and respond to gender-based violence in 32 countries, resulting in multi-stakeholder dialogues, South-South exchanges, and the development of new plans and policies to address violence against women in **Uruguay** and **Chile**. The publication 'Sex Work and Violence: Understanding Factors for Safety and Protection,' undertaken with UNFPA and sex workers' representatives, was recognized as ground-breaking research, receiving the Robert Carr Award at the 2014 International AIDS Conference.

40. UNDP advocated with political parties, provided voter education that changed societal attitudes, and reduced socio-economic and political constraints to women's participation in elections. In **Afghanistan**, UNDP support to the electoral authority resulted in an increase from approximately 1.6 million women voters in 2009 to approximately 2.6 million in 2014. Women candidates for the 2014 provincial council elections made up 13 per cent (compared to 10 per cent in 2005). In **Tonga** and **the Solomon Islands**, with the Pacific Islands Forum Secretariat, UNDP supported national practice parliaments for women candidates, close to 50 per cent of participants went on to compete in national elections.

Outcome 5. Disaster prevention and risk management

Development outcomes and outputs		Expenditure-to-budget ratio	Countries reporting 2014 IRRF results	Indicator performance against 2014 milestones	
5.1	Mechanisms to assess natural and man-made risks	91%	28	124%	●
5.2	Disaster and climate risk management	83%	48	94%	●
5.3	Gender-responsive disaster and climate risk management	64%	10	TBC	●
5.4	Natural hazard preparedness	79%	30	104%	●
5.5	Peaceful management of conflicts and tensions	70%	20	149%	●
5.6	Consensus-building around contested priorities	81%	21	91%	●
Expenditure with gender equality as a 'significant' or 'principal' objective: 34%					

41. **Outcome 5 recorded steady progress, with three of the six outputs exceeding their milestones, and two just missing theirs, by 6 and 9 per cent respectively. Output 5.3 did not have sufficient data to assess progress; this will be reviewed. Gender equality was a 'significant' or 'principal' objective in 34 per cent of expenditures.**

42. UNDP supported 21 countries in ensuring that multi-hazard disaster and climate risk assessments inform national plans. It supported the establishment of risk reduction management centres in **the Dominican Republic**, **Guyana**, **Jamaica**, and **Trinidad and Tobago** to provide information on disaster risks through a South-South cooperation engagement with **Cuba**. Eleven Asia-Pacific countries strengthened capacities to assess climate risk implications for key economic sectors and evaluate adaptation and mitigation options. In Europe and the Commonwealth of Independent States, UNDP worked with the European Union and the World Bank to adapt post-disaster needs assessment guidelines, piloting them in four countries. UNDP expertise in risk assessments helped strengthen national databases in 57 countries. In **Rwanda**, UNDP support to the establishment of a disaster risk atlas facilitated local and national risk assessments.

43. UNDP led United Nations work on climate and disaster risk governance, supporting the development of 98 new disaster-risk reduction and adaptation plans, frameworks or multi-stakeholder coordination

mechanisms in 23 countries; in 16 of those countries, the plans were gender responsive. In **Sri Lanka,** UNDP supported the government in launching a cabinet-approved comprehensive disaster management programme. With UNDP support, **Viet Nam** adopted its first law on disaster prevention and response; in **Ghana**, a national disaster management organization bill was approved by the cabinet; and **Nepal** increased its annual climate budget allocation for 10 key ministries from 7.4 per cent in 2011 to 10.7 per cent in 2014 and adopted a policy allocating at least 5 per cent of local budgets to climate and disaster risk management.

44. UNDP supported mainstreaming of climate risk management into new gender-responsive development plans in **Kenya** and **the former Yugoslav Republic of Macedonia**. UNDP assisted 17 countries in developing 158 new early warning systems, equipping countries to respond better to man-made crises and natural hazards. In **Ethiopia**, with UNDP support, a national climate information and early warning system was developed to guide evidence-based decision-making and strengthen capacities of the national emergency coordination centre.

45. UNDP invested in conflict analysis to inform effective peacebuilding, conflict prevention strategies, and programming. In **Madagascar**, recommendations from a UNDP-supported conflict analysis were used in formulating new national reconciliation initiatives following four years of political crises. Inclusive dialogues were supported in 15 countries, including through the African Insiders' Mediators Platform. This complemented UNDP support to strengthen the peace and security architecture of the African Union and regional economic communities.

Outcome 6. Early recovery and rapid return to sustainable development pathways

Development outcomes and outputs		Expenditure-to-budget ratio	Countries reporting 2014 IRRF results	Indicator performance against 2014 milestones	
6.1	Early economic revitalization	82%	22	129%	
6.2	Capacities for early recovery efforts	71%	17	83%	
6.3	Innovative partnerships in early recovery	91%	8	57%	
6.4	Social cohesion and trust	82%	13	133%	
Expenditure with gender equality as a 'significant' or 'principal' objective: 54%					

46. **Outcome 6 showed solid progress, with two of the four outputs exceeding 2014 milestones, and one missing by a small margin (17 per cent). Output 6.3 achieved only slightly more than half of its annual milestones (57 per cent). Feedback from country offices suggests that delays in building multi-stakeholder partnerships for early recovery may be partly due to the fact that early recovery planning does not start early enough, and partners are slow to shift funding from humanitarian to early recovery needs. Gender equality was a 'significant' or 'principal' objective in 54 per cent of expenditures, 14 per cent above the 2014 gender marker target.**

47. UNDP supported 20 crisis-affected countries to restore livelihoods and create jobs. Community-building schemes resulted in 135,000 jobs created (42 per cent for women), and an additional 5.7 million people (49 per cent women) benefiting from diversified livelihood opportunities. In **Syria,** UNDP supported 387 small businesses, resulting in 18,100 new jobs and restoration of basic public infrastructure serving 2.3 million people. In **South Sudan,** UNDP supported internally displaced persons with an early recovery pilot on livelihood skills initiated in Juba.

48. UNDP facilitated impact assessments, supported operationalization of recovery strategies, and strengthened capacities to lead and coordinate early recovery processes. In addition to supporting payments to Ebola emergency relief workers (box 2), UNDP championed the integration of gender dimensions into recovery assessments and worked through local leaders and networks to identify cases, trace contacts, and educate communities on disease prevention and management. UNDP led an analysis of

the socio-economic impact of Ebola, which served as the basis for an international Ebola recovery assessment of the three affected countries.

49. UNDP established 33 partnerships between international and national actors to adopt innovative crisis-response mechanisms, including South-South and triangular cooperation in **Sierra Leone** and **Jordan**. In **South Sudan**, an emergency call centre was established with the ministries of interior, telecommunications, and Deutsche Gesellschaft für Internationale Zusammenarbeit in a public-private partnership with telecom providers. UNDP spearheaded a multi-partner effort in the **Central African Republic** to support the payment of $12.4 million in public sector salaries, which helped prevent the collapse of national institutions during the crisis. In **Iraq**, the establishment of the joint crisis centre enabled the Kurdistan regional government to better manage crisis response interventions; and in **Bosnia and Herzegovina**, UNDP supported the government in mobilizing and coordinating financial resources for an integrated recovery intervention, including reconstruction of over 1,000 homes, 74 public institutions, and 32 infrastructure facilities, resulting in retention and creation of 2,000 jobs.

50. UNDP facilitated engagement of institutions and communities to peacefully resolve recurring conflicts in seven countries. In the **Philippines**, UNDP supported the Mindanao peace process in the formulation of the basic law for Bangsamoro to guide the conduct of governance in the autonomous region. In the **Central African Republic**, the elaboration of the national strategy for reconciliation led to the establishment of a network of local mediators to ease tensions between communities and avoid conflict escalation.

Outcome 7. Thought leadership

	Development outcomes and outputs	Expenditure-to-budget ratio	Countries reporting 2014 IRRF results	Indicator performance against 2014 milestones	
7.1	Global consensus on MDGs[2] and post-2015 agenda	71%	BPPS	180%	●
7.2	Monitor progress on MDGs and post-2015 agenda	76%	27	100%	●
7.3	National development plans on poverty and inequality	86%	27	145%	●
7.4	ODA[3] and other global development financing	76%	24	86%	●
7.5	South-South and triangular cooperation	81%	20	89%	●
7.6	Innovations for development solutions	83%	19	135%	●
7.7	Knowledge about development solutions	82%	BPPS& HDRO	101%	●
7.8	MDGs and other internationally-agreed development goals	85%	BPPS	68%	●
Expenditure with gender equality as a 'significant' or 'principal' objective: 19%					

51. **Outcome 7 showed excellent progress against milestones for five of the eight outputs, and good progress for the other three. Among the latter, the gaps were small for outputs 7.4 (14 per cent) and 7.5 (11 per cent). Output 7.8 recorded a slightly higher performance gap at 32 per cent, which will be further analysed. Gender equality was a 'significant' or 'principal' objective for only 19 per cent of expenditures, the lowest among all outcomes.**

[2] MDGs = Millennium Development Goals
[3] ODA = official development assistance

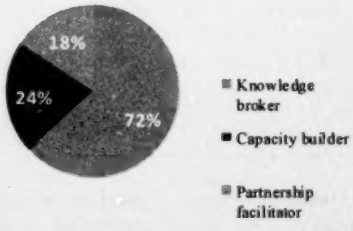
52. UNDP assisted countries in piloting sustainable development goals and targets that emerged through the Open Working Group, including Mexico on social inclusion, Albania, Indonesia, Rwanda, Tunisia and the United Kingdom on governance, and Armenia, Indonesia, Japan, Mozambique and Paraguay on disaster risk reduction. In Latin America and the Caribbean, UNDP increased capacities of youth networks and promoted commitments from 21 national youth organizations to support youth issues within the post-2015 agenda. 'MY World', the UNDP-hosted United Nations global citizen survey, has become the largest policy crowd-sourcing exercise in United Nations history, with over 7 million people providing inputs to discussions of the post-2015 development agenda and voting on their development priorities. UNDP supported the Intergovernmental Committee of Experts on Sustainable Development Finance, whose report will inform the discussion at the 2015 Financing for Development Conference in Ethiopia.

53. UNDP focused on Millennium Development Goals results. Ten MDG acceleration frameworks were completed, with UNDP support, in **Kenya, Mauritania, South Africa and Peru** on maternal health; **Malawi, Pakistan, and Tuvalu** on education; **Montenegro and Fiji** on employment; and **Sint Maarten** on poverty and environment. UNDP supported the implementation of MDG acceleration frameworks and action plans in another 30 countries. Key results included allocation of national budget funding to the MDG acceleration framework in Kenya, subnational budget funding in Indonesia, and an increase in Goals-based service delivery in Nigeria.

54. UNDP supported the development of national and subnational development plans in **Benin** on environment, public service, gender and social protection; **Malawi** on public service, financial management and economic reforms; **Swaziland** on climate change, governance, inequality and youth; **Malaysia** on green growth, inclusiveness and resilience; and **Belize** on poverty and sustainable development. UNDP enhanced national capacities for monitoring and evaluation in 57 countries. In **Brazil**, UNDP worked with government think-tanks to deploy a geo-referenced socioeconomic database in 16 metropolitan regions to help policymakers and civil society identify development gaps. In **the Gambia**, UNDP supported the government in strengthening its donor coordination systems by developing an aid policy and action plan, including a national Ebola preparedness plan. In **Tajikistan**, UNDP facilitated implementation of the Busan commitments as well as the participation of Tajikistan in the Global Partnership Monitoring Framework.

55. UNDP worked with the United Nations Office for South-South Cooperation to scale up South-South and triangular cooperation to advance progress towards development goals. UNDP supported such cooperation in 133 countries. National governments were primary partners, and cooperation with the private sector, civil society organizations, academia, and research institutions increased to 26 per cent (from 11 per cent in 2013). UNDP supported the Chile Fund Against Hunger and Poverty by promoting South-South cooperation with **Bolivia, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Nicaragua, Palestine, Egypt, Paraguay, Surinam** and Caribbean Community countries. The white paper of China on foreign aid incorporated UNDP policy recommendations, resulting in trilateral cooperation support of $12.5 million for projects in **Burundi, Ghana, Malawi and Zambia**. UNDP supported the government of Iraq in establishing a South-South cooperation unit in the Prime Minister's Advisory Commission. UNDP continued to contribute to the engagement of **Brazil** in post-earthquake Haiti, and supported partnerships between **Haiti** and **Cuba**. During the Ebola crisis, UNDP worked with the Government of South Africa, deploying autoclaves in Ebola-affected countries to safely dispose of medical waste.

Figure 1. UNDP role in mainstreaming South-South and trianglar cooperation



56. National human development reports were among the flagship products of UNDP. The award-winning Somalia report, 2012, triggered engagement of Somali youth in peacebuilding, resulting in a 'New Deal' compact and prioritization of youth issues in the Somalia Development and Reconstruction Facility in 2014. The China report, 2013, influenced national urbanization plans and led to knowledge exchanges with Bangladesh in 2014. In Europe and the Commonwealth of Independent States, the

"Central Asia Trade and Human Development" and "Roma Poverty from a Human Development Perspective" reports sharpened cross-border development approaches. The Pacific report on vulnerability and exclusion influenced the recognition of human development approaches in the Small Island Developing States Accelerated Modalities of Action Pathway outcome document.

57. UNDP launched an innovation facility to explore the added value of social innovation, supporting over 40 start-up initiatives. In **Ukraine**, citizens uploaded information on damaged infrastructure through an interactive application, helping authorities assess, prioritize and support recovery needs. Innovation labs were established in **Armenia**, **Georgia**, **and Moldova**. In **Liberia**, UNDP supported a mobile payment system for Ebola response workers. The **Papua New Guinea** 'Phone Against Corruption' crowd-sourcing initiative received 6,000-plus confidential text messages reporting suspected corruption, leading to 251 investigations. A public engagement application in Montenegro won second prize in the Open Government Partnership international initiative.

B. Development results and resources

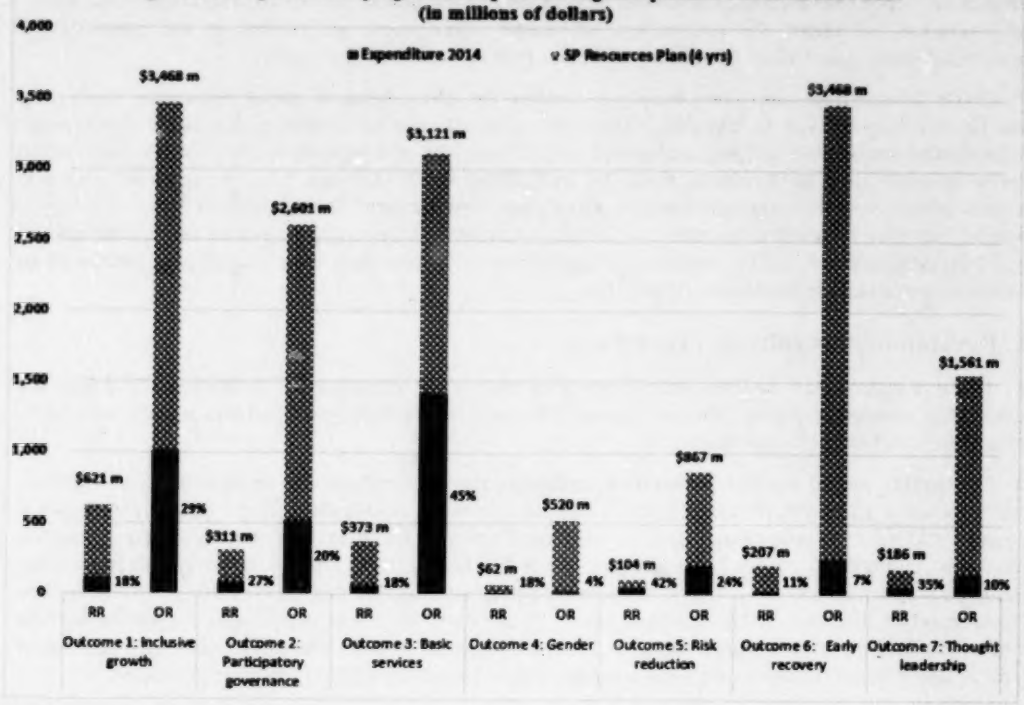
58. The integrated result and resources framework allows the organization to strategically assess the relationship between resources (planned and actually spent) and results (expected and actually achieved), rather than report on them separately.

59. **Comparing actual against planned expenditures** can show whether an organization has costed its results correctly. However, the relationship is complex. Imbalances may stem from a range of reasons: for example, sudden emergencies may require additional up-front spending in a specific outcome area or, conversely, could delay planned expenditures. An imbalance can also arise from fewer resources being mobilized than was planned. In future, as more data become available and trends emerge, UNDP will be able to report on this relationship in greater detail. Figure 2 should be interpreted with caution, as the base from which strategic plan resource requirements were projected in 2013 was informed by past patterns of resource use. The cost of results for each outcome will be revised as we gain further experience.

60. Similarly, understanding the **relationship between the results achieved in a given year and the money spent against the same results** has great management value. While we present the data in the report card, a sophisticated interpretation is not yet possible based on our current understanding of first-year cost-result dynamics. This will be addressed in future reports.

61. The 2014 integrated results and resources framework data allows for some interpretation of **how different sources of funding were invested to achieve strategic plan results. Regular (core) resources constituted 11 per cent of total provisional programme expenditure in 2014.** Core resources were the second-largest source of funding for outcomes 4, 5, 6 and 7. They provided more than 50 per cent of funding for women's participation in decision-making (output 4.4), knowledge about development solutions (7.7), and national development plans on poverty and inequality (7.3).

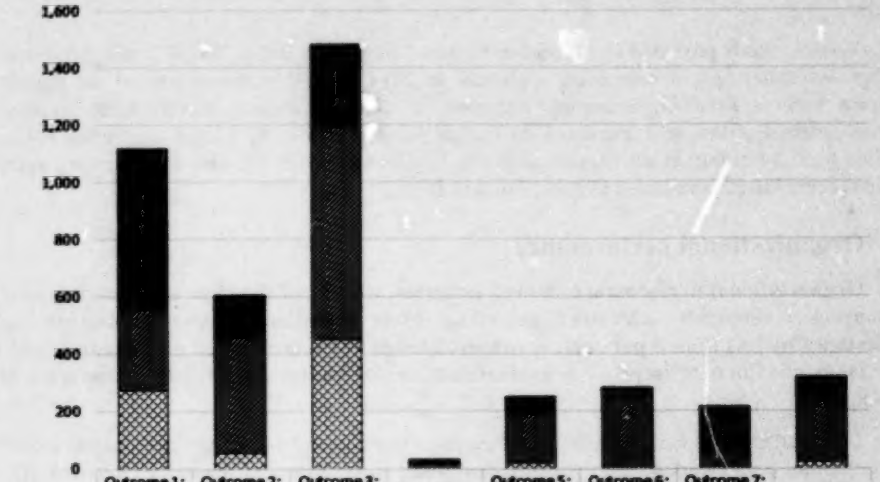
Figure 2. 2014 provisional programme expenditure against planned resources 2014-2017 (in millions of dollars)



62. Core resources remained the UNDP pillar of support to the poorest countries. In 2014, UNDP allocated 90 per cent of core programme resources to low-income countries and 74 per cent to least developed countries. While only 10 per cent of UNDP programme resources is invested in middle-income countries, their multiplier effect was significant: for every $1, UNDP leveraged $25 in other resources, $15.4 of which came from local resources in 2014. UNDP core resources were also critical in allowing the organization to respond to crises: UNDP allocated $5.45 million of core funds to the immediate Ebola response.

63. Core resources are strategic, targeted levers of change. If the decline in core continues, it will undermine our ability to support the poorest countries, respond swiftly to crises and lead the United Nations system at the country level. UNDP is launching the '100 Partners Campaign' to expand its base of core donors and ensure that core resources continue to play their critical role.

Figure 3. 2014 provisional programme expenditures by source of funds (in millions of dollars)



	Outcome 1: Inclusive growth	Outcome 2: Participatory governance	Outcome 3: Public services	Outcome 4: Gender	Outcome 5: Risk reduction	Outcome 6: Early recovery	Outcome 7: Thought leadership	Unlinked
Regular resources	112	83	67	11	44	24	65	60
Local resources	453	65	226	2	19	6	89	48
Other donor resources	282	402	738	18	172	251	57	188
Vertical funds	273	57	452	0	17	0	3	24

64. **Local resources** (contributions to UNDP by programme countries to support their national development) **constituted 21 per cent of total provisional programme expenditures, mostly in middle-income countries**. They provided the largest funding source for outcomes 1 and 7, and a significant one for outcome 3, contributing over 80 per cent of funding for strengthening social protection (1.2) and South-South and triangular cooperation (7.5), and over 50 per cent for innovation and partnerships (7.6), basic service delivery (3.2), and monitoring progress against the global development agenda (7.2).

65. First-year data shows that local resources are drivers of progress. Their growing share of the UNDP resource envelope demonstrates the relevance of the strategic plan to programme country priorities, and the trust national partners place in UNDP work. In the post-2015 development context, the ability of governments to increase domestic revenues to fund sustainable development pathways will remain critical. UNDP stands ready to lend support.

66. **Other donor resources made up 48 per cent of total provisional programme expenditures** and helped sustain UNDP work, especially in crisis-affected countries, where implementation risks can be high. They were the largest source of funding for outcomes 2, 3, 4 and 6. Other donor resources contributed more than 80 per cent of funding to increase capacities of security sector institutions and reduce armed violence (3.5); support early economic revitalization in crisis settings (6.1); strengthen parliaments, constitution-making bodies, and electoral institutions (2.1); ensure that early recovery processes reinforce social cohesion (6.4); and put in place mechanisms for crisis risk assessment (5.1) and early recovery (6.2). They funded more than 70 per cent of the work on combating sexual and gender-based violence (4.2), building capacities for conflict prevention (5.5), building consensus on contested priorities (5.6), and fostering partnerships for early recovery (6.3). UNDP will continue to advocate for less earmarked donor resources to improve strategic agility, allow for longer-term planning, and boost cost efficiencies.

67. **Vertical funds constituted 19 per cent of total provisional programme expenditures.** They were the second biggest contributor to outcome 3 and a significant contributor to outcome 1.They provided more than 50 per cent of funding for the delivery of HIV and related services (3.3); legal and regulatory

frameworks for conservation, sustainable use and access to natural resources, biodiversity and ecosystems (2.5); and the sustainable management of natural resources, ecosystem services, chemicals and waste (1.3).

68. Vertical funds provided significant issue-based funding in 2014. UNDP leveraged this to promote an integrated sustainable development approach. In 2014, UNDP remained one of the highest performers among vertical fund implementing agencies. it was the largest implementing agency for Global Environment Facility, and increased its Global Fund portfolio by 11 per cent after 2013, from $1.74 billion to $1.94 billion in active, signed grants. UNDP was one of the first implementing agencies (of only seven) accredited to the Green Climate Fund in 2015.

C. Organizational performance

69. **Organizational performance showed progress, with 22 of the 39 available integrated results and resources framework indicators exceeding their milestones. Eleven indicators missed their milestones by less than 5 per cent. Six showed lower-than-anticipated performance and will remain the focus of efforts to improve organizational performance. Data for the remaining nine is being developed.**

70. The strategic plan calls for UNDP to become a more forward-looking organization, capable of seizing opportunities as they arise, and optimally positioned for growth and relevance. Accordingly, 2014 saw a realignment of the UNDP structure and service lines.

71. Regional presence was strengthened, with more programme support responsive to development needs, programme size, and crisis context. UNDP launched the Bureau for Programme and Policy Support to integrate policy development and programme support services. A crisis response unit was established to coordinate the response and deploy staff with relevant expertise promptly as crises develop and evolve. The move of operational transactions for management support services to the Global Shared Service Centre was started in Malaysia, to reduce costs and potentially generate economies of scale.

72. The restructuring will be completed in 2015. The new structure reflects a staff reduction of 10 per cent at headquarters and regional levels and a 30 per cent leaner headquarters, with a reduced percentage of staff at P-4 and above. The management efficiency ratio has improved, although not as strongly as anticipated (indicator 29), and there was good performance in most of the integrated results and resources framework efficiency indicators (14-18). Compliance with the new cost recovery policy (indicator 15) exceeded the 2014 milestone, with improved performance on cost recovery agreements entered into since January 2014 (74 percent compliant).

73. Ninety per cent of partners value UNDP work (indicator 36). To ensure programme alignment to the new strategic plan, guidance on implementing its thematic, design, and management was issued to 138 country and project offices, and training was provided to 103 country offices. 113 country offices are implementing alignment 'roadmaps'.

74. UNDP-wide efforts were made to improve programme quality with the introduction of revamped country programme document templates and guidelines, and a robust programme appraisal committee process. New standards for project quality were implemented, with 21 countries participating in the first phase. Social and environmental standards and a related compliance review and stakeholder response mechanism were launched on 1 January 2015. Those initiatives were reflected in positive results measured in the integrated results and resources framework development effectiveness indicators (1-13).

75. UNDP continued to implement its 'Gender Equality Seal' certification programme, with certification awarded to 28 country offices over the 2013-2014 cycle, slightly short of the target of 34. New guidance on gender marker quality assurance to be issued in 2015 is expected to improve performance (indicator 9).

76. UNDP made progress in ensuring that programme design and implementation is evidence-based and supported by data. UNDP introduced the integrated results and resources framework to assess progress on outcomes, outputs, and organizational effectiveness and efficiency. Benchmarks for monitoring and evaluation capacity in country offices and regional hubs were established and 12 new regional monitoring and evaluation staff deployed. In 42 country offices staff were recruited to provide monitoring expertise,

and 22 country offices secured external support to strengthen monitoring functions. Training was provided to staff, project personnel and national counterparts in 99 country offices, including in 77 per cent of country offices in crisis-affected and least developed countries. Integrated result and resources framework indicators 19-23 show a well-performing oversight function and management action.

77. UNDP staff are its biggest asset, and staff engagement remained high at 70 percent (indicator 26), falling just short of the target. Deliberate efforts to create a stronger culture of staff empowerment and to firmly embed the new performance management and development system are under way (indicator 33). The percentage of female staff has remained static, with improvement at the P-4 and P-5 levels (indicator 32).

78. Publish What You Fund recognized UNDP as the most transparent development agency in the world, ranking it first out of 68 major institutions in the Aid Transparency Index for publishing enhanced financial, procurement and project information and improving the transparency portal (open.undp.org), which was viewed by 110,000 visitors in 2014 (a 25 per cent increase from 2013). The next phase of the International Aid Transparency Initiative will focus on improving country office compliance (indicator 38).

79. Working with United Nations partners, UNDP strengthened building security, upgraded United Nations medical clinics, and delivered medical supplies and equipment. UNDP helped manage shared premises with United Nations partners across 187 locations, and provided operational services to 65 United Nations entities in 160 countries. The UNDP enterprise resource planning system serviced 13 United Nations clients with over 40,000 users, and managed $900 million on behalf of the United Nations system.

III. Coordination of the United Nations development system

80. UNDP paid close attention to its responsibilities and leadership role in the United Nations development system in 2014. It supported implementation of standard operating procedures for 'delivering as one'; accelerated implementation of the Quadrennial Comprehensive Policy Review (annex III); and engaged with UNDG partners to develop a common vision for United Nations system readiness to deliver on the post-2015 agenda. While partner satisfaction with UNDP leadership of the resident coordinator system was below expectations (indicator 42), results were affected by changes in the partnership survey sample.[4]

81. A redesigned resident coordinator assessment centre was launched to strengthen the process for selecting a pool of high-calibre and diverse resident coordinators. Of the current 125 appointments, 40 per cent are women, 43 per cent are from the South and 45 per cent are from United Nations system entities other than UNDP.

82. As resident coordinator system manager, UNDP continued to ensure that the system is mutually accountable and collectively owned, including through implementation of the cost-sharing agreement, providing adequate, predictable resources to deliver its coordination function effectively. UNDP contributed over 75 per cent of the total cost. While this remains a high priority for UNDP, current levels of commitment are likely to be unaffordable if core funding continues to fall.

83. Implementation of the management and accountability framework for the United Nations development system remains a priority. Only 11 of 20 United Nations entities have fully implemented the mutual accountability criteria. While this is an improvement over five in 2012, it still represents a shortfall, as full implementation is a key requirement of the Quadrennial Comprehensive Policy Review.

84. UNDP participates in 44 'delivering as one' initiatives, providing country-level leadership in implementation; supporting start-up of the standard operating procedures for delivering as one, and

[4] In the 2012 survey, United Nations-coordination questions were addressed to all partners, but only at the programme-country level. The 2015 survey narrowed the respondents to bilateral donors and United Nations organizations, including those located at headquarters and in partner countries.

piloting the business operations strategy in 14 countries, thus reducing transaction costs and duplication of efforts, and enhancing cost-effectiveness.

IV. Financial results

Income

85. Strategic plan income was estimated at $9.5 billion for the biennium 2014-2015. In 2014, contributions to regular and other resources were $4.6 billion (48.4 per cent of the two-year estimate). Regular resources contributions in 2014 decreased to $0.793 billion from $0.896 billion in 2013 (45.3 per cent of the 2014-2015 estimate of $1.75 billion).

Expenditure

86. Provisional expenditure for development activities was $4.46 billion, of which $0.55 billion was funded from regular resources and $3.92 billion from other donor resources and local resources. Expenditure in United Nations development coordination, management and special-purpose categories reached $0.12 billion, $0.42 billion and $0.06 billion, respectively. The ratio of expenditure related to management activities over total expenditure was 8.3 per cent, a 0.4 per cent decline compared to 2012-2013 (8.7 per cent), pointing to increased organizational efficiency and consistent with achieving the management efficiency ratio of 8.2 per cent in the 2014-2015 strategic plan estimates.

Table 1. Expenditure by cost classification category (in billions of dollars)

Cost classification category	SP estimates 2012-2013	Expenditure 2012-2013	SP estimates 2014-2015	Expenditure 2014
Development activities	10.33	9.02	9.85	4.46
United Nations development coordination activities	0.26	0.24	0.19	0.12
Management activities	1.02	0.89	0.91	0.42
Special purpose activities	0.12	0.13	0.16	0.06
Total	**11.73**	**10.28**	**11.10**	**5.07**

Table 2. Management expenditure ratio (in billions of dollars)

Cost classification category	SP estimates 2012-2013	Expenditure 2012-2013	SP estimates 2014-2015	Expenditure 2014
Management expenses (a)	1.02	0.89	0.91	0.42
Total expenses (b)	11.73	10.28	11.10	5.07
Management expenditure ratio (c) = (a)/(b)	**8.7%**	**8.7%**	**8.2%**	**8.3%**